DIRECTOR OF CENTRAL INTELLIGENCE
Security Committee

SECOM-D-015

11 January 1980

MEMORANDUM FOR: Chairman, Computer Security Subcommittee

FROM: [redacted] STATINTL
Executive Secretary

SUBJECT: Proposed Briefing of Your Subcommittee

Cecil,

Within the CIA, an Information Task Force has been working for sometime to review and recommend Information Handling Goals. Attached is a copy of a list of such goals.

It came to mind that you and members of your Subcommittee might have shared interest with this Agency Task Force, might have mutually reinforcing goals and may, during discussions, identify issues or aspects that could beneficially serve the common needs of the Agency and Community.

If you agree let me know about a time and I'll put you in touch with [redacted] Chairman, IHTF, who has agreed to address the Subcommittee if you are interested. STATINTL

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Attachment

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STATINTL SECOM/[redacted] fh (1/11/80)

Resources continue to be tight while technological opportunity grows. Under these conditions wise investment can proceed only if the goals we are trying to achieve are understood and there is agreement on relative priorities.

Presented are a set of interlocking goals for Information Handling. Goals are understood to be ideals toward which we strive. There is no guarantee that goals are achievable, but there is the sense that the future will be better if we work collectively toward common ends, even when those ends are not completely achieved. Conflicts between some of the goals are recognized.

Information Handling Goals:

1. Increase the productivity and efficiency of our people and components;

2. Improve the quality of the Agency's products;

3. Improve the timeliness of decisions and the responsiveness of our products;

4. Improve the security of our activities;

5. Extend the sense of Headquarters community to all Agency components in all locations [redacted] 25X1

6. Make information handling tools a natural, well-integrated part of the office work pattern;

7. Eliminate information handling activities of marginal value vis-a-vis their cost;

8. Reduce the life-cycle costs of existing and planned information systems;

9. Ensure, in the face of competing demands, that information services are directed to the most important intelligence and administrative needs;

10. Improve the accessibility of data bases and their quality with regard to consistency and completeness;

11. Shorten the coordination, approval, and release cycle of both intelligence and administrative actions;

12. Provide better control over access to classified information, including provision of individual accountability;

13. Provide more secure storage for sensitive material;

14. Improve maintainability of information handling systems, both existing and planned. The means must be found to stabilize the cost of keeping production systems working effectively.

15. Shorten information system development time. Information systems must take into account a rapidly changing technology in meeting evolving needs. We cannot tolerate a 7-12 year development cycle with the attendant risks of having unwanted or outmoded systems when they go into operation.

16. Maintain a cadre of information handling professionals with the requisite skills to meet the needs over the next decade. Our focus must be on finding and keeping people who can reduce the life-cycle information systems costs through goals 14 and 15.

17. Establish system management standards. We must codify our collective experience in developing and operating systems into an agreed upon and enforced set of management procedures. This is vital to the attainment of goals 14, 15, and 16 above.

18. Communicate most information electrically between people, wherever they may be. This includes Headquarters-field communication, sending products to consumers, etc. This goal is central to the achievement of several others: achieving a sense of community (5), integrating information tools into office work patterns (6), improving data base accessibility (10), and shortening the coordination cycle (11). The movement of information by means of paper is slow, inefficient, and presents unique security risks. Still, paper has singular virtues as a medium for the reader, so electrical distribution implies the availability of conveniently positioned printing and facsimile devices.

19. Provide a single universal network of user terminals. The information user should have one and only one terminal at his/her desk.

20. Provide the means to capture keystrokes. Frequently, information is retyped, rekeyed, or "repoked" to make minor changes or to convert it to another format for distribution, reproduction, or filing. We must eliminate this tedious and error-prone activity.

21. Achieve a consistent and natural Agency-wide standard for access to information services. Access mechanisms should be tailored to the needs of the person, not to the peculiarities of the system. Consistency is needed to reduce training time and achieve other information handling goals (18, 19, and 20).

22. Store information more efficiently. Improved data base quality and access depend on inexpensive, fast file organization techniques. Both the technology and theory show that multiply-accessed, single-copy file storage can improve accuracy, consistency, and economy.

23. Aggregate information for managers and analysts. Most information systems are built for specialist users, with products tailored to needs which are known beforehand. Analysts and managers often do not, or cannot predict their information needs. In the absence of this apriori knowledge, they must resort to looking at much raw data. Better means must be found to meet their information needs with the available data by processing stored data into higher-level forms on an ad hoc basis.

24. Provide multilevel security access to data bases. Physical data compartmentation should be employed only where sensitivity and cost warrant. Considerable technological progress has been made toward achieving secure access to multilevel security files by users cleared at different levels. We must accelerate this effort. Multilevel security capabilities are essential to achieving better access control for those systems that are not single-level and compartmented.

25. Develop Cryptographic devices for user terminals and storage devices. The microelectronics revolution permits compact, inexpensive cryptographic devices that can be used not only for end-to-end secure electrical transmission (essential for goal 18), but also for additional information storage security (goal 13).

26. Develop effective top-level coordination among managers of components which provide information services. This is vital if we are to proceed in step on several of the goals listed here: establishing management standards (17), maintaining a professional cadre (16), providing a universal terminal net (19), developing a sense of community (5), and developing a standard, natural means for user access to information services (21).

27. Develop effective top-level coordination among managers of componenets that use information services. Continuing management attention from an Agency perspective is needed to ferret out marginal activities (7) and to sort out priorities (10). Without a mechanism to make hard decisions on resources, we will not have the means to achieve the basic goals for improving performance.

28. Establish the means to accelerate the integration of communications and centralized information services, particularly ADP services.

29. **Agency systems should be developed with consideration for community compatibility. As requirements for inter-Agency connections arise, future systems should be capable of efficient and cost-effective interconnection.**

30. Develop overall investment and resource guidance for Agency information handling. This is needed for two reasons. Pursuit of some of the developmental goals involves large up-front costs. For example, the general goal to reduce life-cycle system costs (8) in some cases may require volume equipment buys or initial investments in backbone communication facilities with capacities that far exceed initial needs. Secondly, many of the listed information handling goals are in conflict because of their resource implications: improving security vs: improving access to information; reducing life-cycle system costs vs. improved quality and timeliness of our product. Priority attention must be given to resource guidance early in the planning period, but the means must be found to adjust it continually as conditions change. Resource decisions will require changes to action programs directed to these goals; indeed, they may produce major adjustments in the goals themselves.